AMIR 2.0 Achievement of Market-Friendly Initiatives and Results Program

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Jordan National Customs: Human Capital Development and Management - Phase 1

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Human Capital Development
and Management – Phase 1

Final Report

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Abstract

Developing accurate job descriptions is providing Jordan Customs Department with a strong foundation for delivering relevant and appropriate training programs to Customs officers in key and common jobs. This report details how Customs is preparing to implement a new human resource system to support the management of personnel, job, and training data.

Abbreviations and Acronyms

HCDM	Human capital development and management
HR	Human resources
HRM	Human resource management
IPR	Intellectual property rights
JCD	Jordan Customs Department
RFP	Request for proposal
SAT	Systems approach to training
WCO	World Customs Organization

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Executive Summary

Phase 1 of the Human Capital Development and Management (HCDM) project was designed to promote the project within the Jordan Customs Department (JCD), gain considerable 'buy-in' at many levels of the JCD, and establish a key committee, key tasks, and working relationships necessary to support the implementation and operation of the new human resource (HR) system.

Key outcomes from Phase 1 of this consultancy are:

- Developed the business specifications required for the Request for Proposal (RFP).
- Nominated the Knowledge Management Committee to make high-level decisions on this project.
- Developed a cooperative relationship between the HR Directorate and Training Center with HR Directorate and Training Center staff undertaking joint tasks.
- Received 'in-principal agreement' by the Director General to review and document the delegations of the HR Director and Training Center Manager.
- Established work plans for the Training Center and the HR Directorate to continue preparation for installation of the new HR system.
- Developed a business implementation plan in conjunction with the AMIR IT team to guide planned activity until completion of the pilot of the new HR system.

The potential for this system to make significant changes in the JCD training regime and the possible impact that training can have on the performance levels of JCD officers should not be underestimated. For this potential to be realized, work undertaken during Phase 1 included planning a program to support the people involved in this major system change. These activities, which are part of the Business Implementation Plan, are an investment in JCD HR and Training Center managers and their staff and JCD senior executives. This is a crucial step in working towards JCD being able to independently operate a HR system designed to support a Systems Approach to Training (SAT). Success relies on the executive level support for the pilot and the on-going management and maintenance of the new system.

The Business Implementation Plan forms the basis of the scope of work for Phases 2 and 3 of this project. See the Business Implementation Plan in Annex 1 for further details.

1.   Background

The Human Capital Development and Management (HCDM) Project evolved from some earlier USAID-funded AMIR work undertaken by a number of different consultants earlier this year. These earlier projects are presented in the following AMIR reports:

- Strategy for Risk Systems Weighting and for Training Systems
  Management   March 2004
- Human Capital Development and Management IT Project   May 2004
- Systems Approach to Training   June 2004
- Human Resource Development – Phase 1   June 2004

These earlier consultancies have a common link in that they focus on how to provide a more efficient and effective delivery of training targeted at the key jobs as defined for JCD. In other words, for training to be seen as relevant it needs to respond to a business need. In addition, effective training needs to be planned, delivered, and the results measured.

JCD and the USAID-funded AMIR Program have jointly committed through the signing of a Memorandum of Understanding in July 2004 to the human resource and training reform project. The HR and training reforms by the Jordan Customs Department have generated a high level of external interest. The World Customs Organization (WCO) has expressed an interest in the Jordan reforms on HR and training as the topic of a WCO case study for customs modernization.

This Phase 1 report provides information on the project's progress through the month of October 2004. It should be remembered that some initial groundwork on the project was undertaken by local HR consultants Ruba Afana and Ghadah Nazzal and that a cooperative relationship had already been developed between AMIR and JCD HR and Training Center staff prior to the commencement of Phase 1.

The methodology employed for Phase 1 of the project was to:
- Consolidate information and work already done.
- Gather new information about the JCD context for the project.
- Document the current HR and training practices and processes and identify what needs to be done in preparation for the HR automated system trial.
- Establish processes and expectations required to support the independent operation of the new system.

The currency of the previous reports and the availability of some of the authors for informal discussions proved valuable to Phase 1 of this project.

2.   Consultancy

This report is prepared in accordance with the Scope of Work agreed under activity number 555.01 HR Change Planning. Phase 1 of this project covers the period 3 October to 2 November 2004. The title of this project is Human Capital Development and Management.

The objective of Phase 1 of this consultancy is to develop a business implementation plan that integrates the key activities of the IT team working on the technical requirements of the new system and the HR team working on the business requirements of the new HR system. The Business Implementation Plan at Annex 1 identifies all key activities and dependencies within a timeframe that meets the overall project plan. The key stakeholders in the JCD and AMIR have agreed to the Business Implementation Plan (Annex 1).

The consultant tasks for Phase 1 are identified as follows:

- Read previous related AMIR reports and interview key AMIR staff about the background to the project and expectations of this project.
- Review new job descriptions developed by HR Directorate in consultation with AMIR HR consultants. These job descriptions cover a number of Directorates in JCD Headquarters. Identify changes necessary in the process and proforma used for documenting jobs in the JCD operational centers.
- Review the HR and Training Center manual and electronic records and their use and consider the HR and Training Centers information management requirements for the medium term (say 4 – 6 years). This work formed the basis of the business specifications for the RFP (Annex 2).
- Review and consider improvements to the Training Center proformas used for training administration and training course documentation so that the new format can be used in electronically recording existing course material. This becomes particularly important in introducing practices consistent with SAT.
- Coordinate with the AMIR IT team working on the technical specifications for the RFP to provide timely business specifications for inclusion in the RFP.
- Prepare the Business Implementation Plan for the period Nov 2004 through to the end of the trial phase in May 2005. The schedule within the plan is coordinated with the AMIR IT team.
- Improve the working relationship between HR Directorate and the Training Center.
- Improve HR and Training Center practitioner skill sets. In particular – preparation of job descriptions, preparation of training material and training administration procedures.
- Jointly prepare and present with the Director of the HR Directorate and the Director of the Training Center a progress report on the project and requests for action to His Excellency, Mahmoud Qtieshat the Director General, Jordan JCD.

A list of consultations for Phase 1 is at Annex 2.

3.   Information Gathering Activities

The information gathering activities are particularly important for Phase 1 as they help provide an accurate context for developing human resource management (HRM) solutions for JCD.

The activities include:

- Holding regular meetings with key personnel in HR Directorate and Training Center.
- Conducting joint meetings with HR Directorate and Training Center staff.
- Reviewing previous AMIR consultancies.
- Reviewing HR and Training documentation and systems processes.
- Discussing with AMIR staff with JCD experience.
- Meeting with AMIR IT consultants to discuss IT and business system requirements and planning for trialing and implementation.
- Discussing with JCD operational managers.

These activities are designed to ensure that:

- The AMIR customs reform HR team has as complete and accurate an understanding as possible of the current HR and Training Center activity, processes and the capabilities of personnel working in these areas
- The HR system and improvements in HR management adopted in this project are in line with the broader Civil Service reform agenda as it is currently understood and the known and expected needs of JCD
- The AMIR customs reform HR team develops an understanding of the JCD organization work culture and the impact this is likely to have on the successful implementation of a new HR

The information gathering activities will continue into Phase 2 of the project and influence adjustments that may be made to the Business Implementation Plan. The information gathered and the analysis of this information has raised some key issues that impact heavily on the implementation plan. These key issues include:

- Work culture.
- Current and future required HR and Training Center skill sets.
- Organization wide support for the project.
- Readiness and Change Management.

4.   Analysis of Key Issues

4.1   Work Culture Issues

Information-gathering activities suggest that the training and HR work culture are characterized by the following:

- The Training Center and HR Directorate are locally managed with limited reference to the JCD' strategic and operational agendas.
- Cooperation between the HR Directorate and the Training Center is developing but needs to increase to the level of partnering.
- The bylaws of the Civil Service Bureau provide a source of reference for the HR Directorate but there is an absence of JCD-specific policies to direct both HR and training management. There is a perceived lack of transparency and objectivity in HR and training processes and without policy parameters this criticism is hard to refute.
- 'Big picture' thinking in HR and training terms is limited. In part this is due to the day-to-day delegations for the operation of these key corporate functions resting with His Excellency, the Director General of JCD.
- The 'continuous improvement' approach to business has yet to influence HR and training activity.
- Steering Committees to support HR and training exist with appropriate membership including workplace management level membership. The distinct roles of the Training Committee and the Knowledge Management Committee is however unclear and not documented.
- JCD organization structure separates training and HR management and isolates training geographically from all other corporate activity (this was recognized as high risk to project success in the HCDM IT Project Risk Management Plan – June 2004).

Work culture and skill sets are inexorably linked. If we compare the HR and training skill sets that are evident in the JCD and compare them with a generic HR skill set needed to successfully operate, manage and provide executive level HRM reporting that will facilitate business reforms, there are some skill gaps. Some of these skill gaps are likely to be as a result of the existing workplace culture.

4.2   Existing and Future Required HR and Training Skill Sets

The existing HR and training skill set is compiled from information gathered in documenting the HR and training job descriptions as well as the day-to-day observation of staff working in these areas. This skill set is, I believe, heavily influenced by the culture of what might be called 'small picture' thinking, i.e. 'I know about my job but not about the jobs of others'. The future required skill set has been influenced by the research of David Ulrich.[1] This skill set is required to maximize the potential of

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[1] Ulrich, D. Human Resource Champions: The next agenda for adding value and delivering results. Boston. Harvard Business School Press. 1997.

integrating HR and training and using a robust and flexible system for the management of the key training and HR function. The table below establishes the particular skill gaps between the existing and future HR and training skill sets.

The gap between what we have now and what we need in terms of skill sets is concerning and influencing the Business Implementation Plan. The issue of managing this change becomes quite crucial when we think of the potential risk this skill set gap poses for the project. The issue of staff capabilities and competencies as well as staff stability was raised in the presentation to His Excellency the Director General (See Annex 4) and identified as an important operational risk.

Key business tasks listed in the Business Implementation Plan schedule are designed to support the development of the future skill set. This is likely to be an ongoing issue and will feature in further investigation during Phases 2 and 3 of this project.

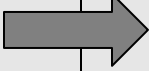## 4.3 Organization-Wide Support for the Project

At present the project has wide exposure within the manager and supervisor level in the HR Directorate and the Training Center, and some level of exposure in the lower levels of HR and the Training Center. His Excellency, the Director General and the Knowledge Management Committee have been briefed on the project and are clear that the project is about introducing system management to training and HR.

Custom's operational workplaces know very little about the project at this time, although as HR move out to collect information about key jobs, this situation will slowly change. However, for the project to be understood and gain support at all levels in all JCD workplaces will require some planning and investment of time and energies. Not all people in JCD need to know about the change in a great deal of detail but there are some key groups that need to be carefully brought along in terms of knowledge, operation of the new system and understanding of the impact of the new HR system. This is a critical step to maintain the internal support for the system when the AMIR involvement ceases.

4.4 Readiness and Change Management

The above analysis suggest that the introduction of the HR system needs to consider the readiness of the staff to accommodate the changes expected of them and that real support is provided to them through the trial and implementation of the new system. The support needs to come from not just an intervention program about how the system operates (process and technology based training) but also a series of carefully staggered interventions that reduce the fear factor for staff facing new systems and new demands in terms of the scope of their work load and work processes.

Table 1. Skill Gaps between Existing and Future HR and Training Skill Sets

Existing HR & Training Skill Set	Additions/modifications needed i.e. Skill Gap	Summary of future required HR & Training Skill Set
Administration and processing - manual and electronic.	*Use of consistent administrative processes and advanced electronic processing competence including document management.*	Quality administration and advanced processing.
Communication – face to face, telephone, directing, advising.	*Influencing – with team members, workplace managers and the executive team.*	Communication – face to face, telephone, directing, advising, influencing. Workplace relationship management – partnering with JCD operational workplaces and other corporate workplaces and key players.
Training – lecture style.	*Broad based training solutions including on-the-job training, workshops, seminars, technical demonstrations etc.* *Training activity targeting job descriptions.*	Training – on-the-job, participative training. Analysis of systems data and intelligence gathered from increased interaction with JCD workplaces and knowledge of JCD jobs.
Planning – scheduling.	*Analysis of business strategies and information to determine HR and training priorities.*	Planning – integration of planning activity with JCD workplaces and other corporate priorities. Use of HR system data in planning activities.
Knowledge and application of regulations, delegations, Civil Service Bureau Bylaws.		Knowledge and application of regulations, delegations, Civil Service Bureau Bylaws.
	Formalized approaches to program and training evaluation included evaluating on the job performance improvements.	Program and project evaluation, including training evaluation.
Hierarchical style management, supervision.	*Team based approaches to management and supervision increasing communication and knowledge of team based job dependencies.*	Participative and cooperative management.
Reporting – ad hoc	*Ability to use sophisticated workforce data in regular and ad-hoc reporting to executive and workplace manager*	Advanced reporting – ad hoc and regular meaningful reports to assist strategic decision makers and workplace managers

To provide internal management support for the system and its operation and the increased involvement from HR and the Training Center in JCD workplaces will require a series of small workplace interventions to ensure there is some 'buy in' to the adoption. The workplace 'buy in' is important in ensuring that workplace expectations on HR and training are increased, thus putting pressure on HR and training to improve their management once the system is in place. To factor this in, we have developed a series of regular interventions that targets not just the skills of the Training Center and HR staff but also the need to build organisation wide support for the project. The matching of the readiness for each group for new information that will assist the change process rather than increase resistance is a crucial criterion for facilitators of these activities. The program of change management activities appears within the Business Implementation Plan.

5. Phase 1 Results

5.1 Job Descriptions

The process of working with the HR staff to document jobs has reached an encouraging stage. A wide range of JCD Headquarters jobs are documented using the new job description format. However there are many outstanding jobs within the targeted Headquarters Directorates that need to be finalized. The coverage of jobs documented at the time of writing this report is patchy. However the HR work plan addresses this an urgent issue. The process of documenting jobs involves using an employee questionnaire that the employee and supervisor signs off on, and then is returned to the HR staff. The material is collated and the AMIR HR team consultants Ruba Afana and Ghadah Nazzal review the material for duplication and completeness.

The HR staff have a work plan for gathering JCD key operational jobs which will provide a sample of approximately 100 jobs to be available for the beginning of the trial of the new system and will represent a range of key operational jobs covering areas identified in AMIR Report 'Human Resource Development – Phase 1' compiled in June of this year.

Some modification to the job description questionnaire has been made to accommodate the technical nature of JCD operational jobs. It is important that the job descriptions of technical jobs list not just generic skill sets but also the technical skills and knowledge needed. On-the-job analysis may still be necessary for this phase of the work if the questionnaires aren't successful in clearly picking up the technical skill set. Ruba Afana and Ghadah Nazzal will make a decision on this issue as job descriptions from operational areas start to come in. Once again the AMIR Report 'Human Resource Development – Phase 1' will provide a valuable reference in making this decision.

The HR job description work plan for the period November and December is part of the Business Implementation Plan and covers the operational areas of Amman Customs House, Omari Border, Al Hassan Industrial City – Irbid, Zarqa Free Zone, Anti-smuggling department and the Capital Post. The HR job description work plan was self-generated by the HR Directorate. This is highly encouraging, and reduces concerns about internalization of the HR reform process within the JCD.

5.2 HR Directorate and Training Center Relationship

This project provides the impetus to establish a new cooperative relationship between HR and the Training Center. The project's Phase 1 activities required these two linked functions to talk together and cooperative tasks encouraged the two groups and their respective managers to meet and discuss issues together. For example, the preparation of the delegations memorandum (see below) is a joint task that the two managers completed together without direct AMIR involvement. Also both managers worked together on the presentation to His Excellency, the Director General.

There is now a clear understanding that the two HRM functions of HR and training are linked and need to work closely together. It is important to maintain that expectation throughout the project and to establish regular joint activities. The Knowledge

Management Committee meetings, the planned HR and training interventions and the introduction of a formalized SAT will help establish this interaction as common practice.

5.3   Knowledge Management Committee

The Knowledge Management Committee is designated by His Excellency, the Director General as the committee responsible for steering the project and making high level decisions. The committee, while not particularly active at the moment, now has the focus of driving the project forward. Members of the Committee are:

- His Excellency, Director General
- Deputy Director General, Administrative Affairs
- Director, IT Directorate
- Director, HR Directorate
- Director, Planning and Organization
- Manager, Training Center
- Manager, Amman Customs House

The first meeting of the committee with the HCDM project on the agenda was held on 2 November 2004. At the meeting the role of the committee in steering the project was agreed to and the draft project implementation plan was presented and discussed.   The committee will establish and follow 'good practice' meeting procedures with a standing agenda covering:

- HR report.
- Training Center Report.
- AMIR Report.
- Assessing the project risk log.
- Reviewing progress of the Business Implementation Plan schedule.

Minutes of the meeting including actions required before the next meeting will be circulated to all members. A follow up meeting to ratify or seek changes to the plan has been scheduled for December 2004.

5.4   Delegations

Many of the day-to-day HR and training decisions are currently held by His Excellency, the Director General. This high-level control of decision-making prohibits active and efficient management of affairs by the directors of the HR Directorate and the Training Center.   The other impact of the high-level control of decision-making is that it discourages 'big picture' thinking. If senior managers are not encouraged to manage their own jobs then it is not a surprise to see a cautious approach to decision making at many levels in both HR and the Training Center. This approach also reduces the need for senior managers to consciously consider issues of accountability.

The project raised this as a crucial blockage to the success of the operation of the new system. The HR and Training Center jointly prepared a memorandum seeking day-to-day

documented operational delegations. The memorandum has been prepared and presented to His Excellency, the Director General, who has referred it to his Legal Affairs Directorate for advice. At the presentation to His Excellency, the Director General, he gave an "in principle" agreement to consider the request favorably.

5.5 Training Center Records and Materials

The Training Center keeps electronic records of employees training. Other training records are documented and managed in paper-based format and in some cases training materials are managed by JCD trainers or subject matter experts who deliver courses at the Training Center but maintain all their own course material. There is a large program of activity required by the Training Center to electronically document existing training material and to develop appropriate proformas for recording and reporting purposes. The documentation of existing material will also require checking for relevancy and completeness with new job descriptions.

To date the project has focused on what is required to be available for the trial of the automated HR and training system so that the training module of the new HR system can be reasonably tested in the pilot phase. The Intellectual Property Rights (IPR) Course scheduled for November this year by a subject matter expert will trial new training proformas and will be used as a model for Training Center staff in documenting existing course material. A Training Center workplan is part of the Business Implementation Plan. The plan is abut establishing quality standards designed to ensure consistency in documentation and processes and efficiency in training administration.

5.6 Business Implementation Plan

A Business Implementation Plan is developed in conjunction with the AMIR IT consultants. The Knowledge Management Committee is currently considering the plan for adoption. The plan covers the period from now until the end of the pilot of the new HR system scheduled for conclusion by the end of May 2005. Preparation of the plan has considered the following:

- The need to carefully consider the integration of business and IT activity to ensure that dependencies are clearly understood and scheduling has accounted for them.
- The recognition that people changes are integral to successfully introducing system changes. There is a strong change management flavor to the plan.
- Introducing the project to a broader base of JCD people.
- Improving HR and Training Centre skill sets.

The Business Implementation Plan includes a joint IT and Business schedule to assist project management and to ensure any changes to the schedule are factored in by both the IT and HR team. The Business Implementation Plan also includes two sub plans – one for the HR Directorate in relation to the collection and documentation of job descriptions and the other for the Training Center in relation to documenting training materials and records.

6.   Conclusions

Phase 1 positions the project well as it prepares to call for proposals from HR system IT solution vendors. JCD and AMIR staffs both have clear plans and dedicated resources committed to tackling key tasks scheduled from now until the implementation and trial of the selected HR system. The Knowledge Management Committee is established and accountable for making high level decisions which impact on the project.

Annex 1   Business Implementation Plan

Human Capital Development and Management (HCDM) Project

Business Implementation Plan

November 2004

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1. Introduction

The Business Implementation Plan has been developed to provide a clear course of action for Customs and AMIR staff working on the project and to provide the Knowledge Management Committee with a reference point in overseeing the progress of the project.

The Plan has been developed jointly by the AMIR IT and HR teams. Customs HR Directorate, IT Directorate and the Training Center have all contributed to information contained in this plan.

2. Scope

The goal of the HCDM project is to pilot a new HR system that supports new procedures in the Customs HR Directorate and the Training Centre. The new procedures integrate job specifications and training programs leading to more effective and timely training activity and improved job performance by Customs staff.

The timeframes for the project are detailed in the combined AMIR IT and HR workplan at Annex 1, with key dates being the expected implementation date of the HR system by end of February 2005, and pilot completion by end of May 2005. Pilot evaluation will be completed in June 2005.

The resourcing of the project includes AMIR consultancies with HR and IT specializations and the involvement of key managers and staff in the HR and IT Directorates and the Training Center. As the collection of current job descriptions moves out into the operational areas of Customs work more and more managers and staff will become involved in the project.

Throughout the implementation process the level of ownership of the project and the system will gradually shift from AMIR to Customs as staff become more efficient and competent in the operation and management of the system and increase their knowledge of the critical connections between the work of the HR Directorate and the Training Center.

3. Key Roles and Responsibilities

There are a number of key players involved in this project and they are responsible for a wide variety of tasks:

Key Players	Responsibilities
HR Directorate	To develop, in consultation with key Customs officers and their managers, job descriptions for a sample of Customs corporate and operational jobs. To approve business system specifications. The HR Workplan is at Annex 2

Training Center	To provide electronic course material in the newly designed format. To standardize training administration procedures and design training administration proformas. To approve business system specifications. The TC Workplan is at Annex 3.
AMIR	To provide leadership and expertise to the HR and IT components of the workplan To transfer practitioner skills to Customs staff in IT, HR and the Training Center To develop and manage a supporting intervention program to increase skills and understanding of new processes for key players
Knowledge Management Committee	Oversee the operation of the project and make high level decisions required to keep the project 'on track'. Provide sponsorship to the project and promote the project with other key Customs executives.
Joint HR & Training Center	Increase own knowledge and skills about HR system and the Systems Approach to Training (SAT). Promote the project to workplace managers.
IT Directorate	To provide information related to: • Integration requirements with existing systems currently in use by Customs • Technical requirements of the HCDM System • Network infrastructure at Customs HQ and other Customs Offices. To approve the gathered business and user requirements. To provide required technical information to the selected vendor during the system analysis phase. To nominate staff members to participate in, and evaluate, the "Pilot" phase. To participate in approving and accepting the proposed solution after the successful completion of the "Pilot" phase.

4.   Project Environment

The environmental issues relate to:

• Risk.
• Change
• Quality

Risk

The original HCDM IT Risk Management Plan, documented in May this year, has been amended to accommodate the project's current status and the further information available since the original risk assessment was developed.

HCDM Risk Assessment

No	Date Recorded	Risk Rating	Risk Description	Monitor/control Actions
1	5/09/04	High	The current separation of the TC from the HR Directorate risks undermining the integrity of the SAT methodology and the new HR system	Structural change inappropriate at time of major systems change. Long term consideration to realignment of functions
2	5/09/04	Significant	Constraints to using a HCDM IT platform due to Civil Service Bureau requirements concerning recruitment, training, appraisal, promotions and rewards	Extension to using the platform beyond Customs area of legitimate HR activity to be referred to Legal Directorate
3	5/09/04	Low	Project management framework being adopted may be poorly understood or implemented without associated training	Project management training will be delivered to key project personnel Nov 2004
4	5/09/04	High	There is danger of losing key project personnel during the life of the project e.g. job rotation, retirement, transfer etc	Replacement staff need to possess the defined qualifications and skills. HR, IT and TC personnel involved in the project should not be considered for job rotation during the period of the project
5	5/20/04	Significant	The solution may not be able to integrate with legacy systems and may not be able to either import or export data from and to other applications.	Investigate and document the legacy systems currently used by Customs. Feed this information into the solution/vendor selection criteria.
6	5/20/04	High	Inability to integrate with legacy systems risks fragmented reporting capability.	Investigate and document the legacy systems currently used by Customs. Feed this information into the solution/vendor selection criteria. Choosing a solution that fully integrates with the

				existing systems provides reliable, consolidated reporting capabilities.
7	5/20/04	High	Selection of a Common Off The Shelf (COTS) solution may restrict Jordan National Customs ability to meet evolving requirements in the future or to use other applications.	The solution should: 1. Be Flexible. 2. Be Expandable. 3. Be based on a technology that Customs IT staff are familiar with. 4. Provide a Software Development Kit (SDK) to be used by Customs IT staff to meet. The selected vendor should provide training to Customs IT staff on the proposed solution (installation, configuration, and development)
8	5/20/04	Medium	Lack of an enterprise architecture risks fragmenting or duplicating applications elsewhere across the organization.	With the help of Customs, AMIT IT members should identify and document existing applications and their provided functionalities, to avoid duplicating functionalities and applications in the organization.
9	5/20/04	High	The Through Life Support (TLS) costs may be considerably underestimated and need to be calculated in addition to the costs associated with pre-implementation, configuration and deployment of the solution.	Include TLS costs as a decision factor in the solution/vendor selection criteria. The TLS plan proposed by the short listed vendors can be further negotiated.
10	10/21/04	Medium	Leadership and participative management in HR and TC are essential through periods of major change	HR and TC team building and skills activities scheduled. HR & TC monthly forums planned during the pilot of the HR system
11	10/21/04	High	Lack of partnership between HR and TC resulting in independent actions during planning or system trial	Review job descriptions of HR and TC manager identifying need for regular joint activity. Joint team building day

				planned for all HR & TC staff
12	10/21/04	Significant	The skill sets required for key HR and TC jobs (defined in job descriptions) are not demonstrated by people in these key positions	Development plans prepared and training & development support scheduled for late 2004 early 2005

This risk assessment is recorded as a risk log at Annex 4 and will be reviewed at each Knowledge Management Committee for currency and mitigating action.

Change Management Issues

This project is introducing major system change that will have a huge impact in HR, IT and the Training Center. The project will eventually have an impact on all Customs officers when it has been fully implemented as the employee's record will be accessible by all staff.

It is critical that the system changes are matched with a program that supports the people who are being asked to accommodate the change. Without such support staff will often resist the change and sometimes actively sabotage the change.

The program of activity within the workplan targets the project sponsorship (the Knowledge Management Committee) and leadership levels within Customs as well as the operational levels of HR, IT and Training Center staff. These intervention activities range from information sharing and guest speakers at joint HR and Training Centre forums through to formal executive development activities. The emphasis here is to introduce activities that will engage people in the project and reduce the fear often associated with major change.

Quality

Standards are important in introducing changes to business processes. This issue is being addressed through the introduction of a process map with training administration and the development of master proformas that will facilitate the electronic management of the new processes. This approach is in line with Customs advances in seeking ISO accreditation.

The new job description process and format follows 'best practice' principles in that they incorporate both duties and responsibilities, relationships, qualifications and skills. The analysis used to document the job descriptions involves HR staff and Customs officers and their managers. The process is consistently being applied for both Headquarters and operational jobs.

5.   Workplans

The combined IT and HR AMIR workplan is at Annex 1. This workplan has been jointly developed by the AMIR IT and HR teams.   The workplan has considered the dependencies and connections between the IT and HR key tasks. This workplan is the highest level plan and is supported by the HR Directorate's workplan at Annex 2 and the Training Center's workplan at Annex 3.

These plans form the basis of the reports that will be provided to the Knowledge Management Committee meetings. The meetings and the minutes of the meetings will provide an audit trail to the key decisions made about the projects progress, particularly changes that are made to the workplans and the risk log.

6.   Continuous Learning

The project is expected to model good continuous learning behavior. The importance of honest communication and active listening by all people involved in the project can't be over estimated. Participative management practices in which managers meet with their staff and discuss the project and listen to feedback will increase the chances of successful implementation. Managers play this special role in bringing workplace issues to the notice of project managers and the Knowledge Management Committee.   Without manager input to the project the Knowledge Management Committee may make decisions without full access to all the information that is available.

The project monitoring role which the Knowledge Management Committee has includes not just tracking tasks but also the monitoring of how the change is impacting on the people involved. The system cannot be a success unless the people who operate and manage it are competent and independent operators.

Annex 1:   AMIR Workplan

	Task Name	Work	Duration	Start	Finish	Prede
1	⊟ **Customs HCDM**	**269.84 days**	**217.5 days?**	**Sun 10/3/04**	**Tue 8/9/05**	
2	⊟ **Technical Tasks**	**190.34 days**	**174.5 days?**	**Wed 10/6/04**	**Tue 6/14/05**	
3	⊟ **HCDM Procurement & Implementation Team Onboarding**	**101.84 days**	**96.5 days**	**Wed 10/6/04**	**Sun 2/27/05**	
4	Project Planning and Onboarding	6 days	4 days	Wed 10/6/04	Mon 10/11/04	
5	Compile HCDM Technical Plan	0.35 days	7 days	Sun 10/17/04	Wed 10/27/04	
6	Compile HCDM Implementation Plan	0.15 days	3 days	Wed 10/27/04	Mon 11/1/04	5,40
7	Determine and Document Systems Integration Requirements (for RFP)	16.12 days	10 days	Tue 10/12/04	Thu 10/28/04	
8	Determine and Document HCDM Detailed Requirements (for RFP)	7.44 days	10 days	Tue 10/12/04	Wed 10/27/04	4
9	Approve Detailed Requirements	2.2 days	4 days	Thu 10/28/04	Wed 11/3/04	8,7
10	Develop RFP	16.9 days	13 days	Tue 10/19/04	Mon 11/8/04	4
11	Approve RFP	1.28 days	2 days	Mon 11/8/04	Wed 11/10/04	10,41
12	Select Pilot Customs Departments (HQ & Branch)	0.1 days	1 day	Tue 11/2/04	Wed 11/3/04	
13	**Pilot Locations Selected**	**0 days**	**0 days**	**Wed 11/3/04**	**Wed 11/3/04**	**12**
14	Publish and Manage RFP	3 days	30 days	Thu 11/11/04	Sun 12/26/04	11,13
15	Proposals Received	0 days	0 days	Sun 12/26/04	Sun 12/26/04	14
16	Evaluate Proposals and Select HCDM Vendor	22 days	20 days	Sun 12/26/04	Mon 1/24/05	15
17	**HCDM Vendor Selected**	**0 days**	**0 days**	**Mon 1/24/05**	**Mon 1/24/05**	**16**
18	USAID Contact Office Approval to Proposed Budget	10.5 days	21 days	Sun 12/26/04	Tue 1/25/05	15
19	Contract Preparation	0.7 days	7 days	Mon 1/24/05	Wed 2/2/05	16
20	Contract HCDM Vendor	0.1 days	1 day	Wed 2/2/05	Thu 2/3/05	19
21	Contract HCDM Vendor Implementation Team Mobilization & Onboarding	15 days	15 days	Thu 2/3/05	Sun 2/27/05	20
22	⊟ **Pilot Implementation**	**88.5 days**	**78 days?**	**Sun 2/27/05**	**Tue 6/14/05**	**3**
23	Pilot Implementation Re-Planning (based on selected Vendor)	2.4 days	4 days?	Sun 2/27/05	Thu 3/3/05	
24	**Pilot Implementation Plan Sign-off**	**0 days**	**0 days**	**Thu 3/3/05**	**Thu 3/3/05**	**23**
25	ALS Implementation Management	31.2 days	78 days	Sun 2/27/05	Tue 6/14/05	
26	Requirements Verification, Analysis, Pilot Acceptance Criteria	10 days	10 days?	Sun 2/27/05	Sun 3/13/05	
27	Implementation Design	3 days	5 days?	Sun 3/13/05	Sun 3/20/05	26
28	Implementation Development	6 days	10 days?	Sun 3/20/05	Sun 4/3/05	27
29	Implementation Test	3 days	5 days?	Sun 4/3/05	Sun 4/10/05	28
30	Acceptance Testing	3.5 days	5 days?	Sun 4/10/05	Sun 4/17/05	29
31	Deployment Planning	2.4 days	8 days	Sun 4/10/05	Wed 4/20/05	29
32	⊟ **Deploy**	**18 days**	**25 days?**	**Wed 4/20/05**	**Wed 5/25/05**	**31,30,**
33	Deploy at HQ	3 days	5 days?	Wed 4/20/05	Wed 4/27/05	
34	Deploy at Branch(es)	3 days	5 days?	Wed 4/27/05	Wed 5/4/05	33
35	Business User Training	6 days	15 days?	Wed 5/4/05	Wed 5/25/05	33,34
36	Technical User Training	6 days	15 days?	Wed 5/4/05	Wed 5/25/05	33,34
37	Pilot Period	9 days	30 days?	Wed 5/4/05	Tue 6/14/05	33,34
38	**Final Acceptance**	**0 days**	**0 days?**	**Tue 6/14/05**	**Tue 6/14/05**	**37,67**

	Task Name	Work	Duration	Start	Finish	Preded
39	☐ **Business Tasks**	**79.5 days**	**217.5 days**	**Sun 10/3/04**	**Tue 8/9/05**	
40	Compile HCDM Business Plan	0.35 days	7 days	Sun 10/17/04	Wed 10/27/04	
41	Determine and Document Business Requirements (for RFP)	1.1 days	22 days	Sun 10/3/04	Wed 11/3/04	
42	Review and consolidate job descriptions	4.1 days	82 days	Sun 10/3/04	Mon 1/31/05	
43	Facilitate Knowledge Management Cttee meetings	2.25 days	45 days	Mon 11/1/04	Wed 1/5/05	
44	Facilitate IPR training	0.4 days	8 days	Tue 11/16/04	Wed 11/24/04	
45	Project Management Training	0 days	7 days	Sat 11/20/04	Sun 11/28/04	
46	Document training administration process	0.2 days	4 days	Thu 11/4/04	Wed 11/10/04	
47	Prepare training administration proformas	0.25 days	5 days	Wed 11/10/04	Sat 11/20/04	46
48	Review and Consolidate training material	2.75 days	55 days	Wed 5/25/05	Tue 8/9/05	47,46,
49	Start up Executive Workshop	0.05 days	1 day	Tue 11/23/04	Tue 11/23/04	
50	HR & TC Team Building Workshop	0.3 days	6 days	Thu 11/25/04	Thu 12/2/04	
51	Computing skills upgrade TC & HR staff	1 day	20 days	Sun 12/5/04	Thu 12/30/04	
52	AMIR IT/HR integration	8.35 days	167 days	Sun 10/3/04	Tue 5/31/05	
53	Develop phase 2 workplan HR & TC	0.2 days	4 days	Wed 1/5/05	Mon 1/10/05	
54	Testing job descriptions	1 day	20 days	Sun 2/6/05	Sun 3/6/05	42
55	Design standard training reports with TC staff	2.2 days	4 days	Mon 2/7/05	Sun 2/13/05	
56	SAT workshop for TC staff	0 days	5 days	Thu 2/3/05	Wed 2/9/05	
57	Train the trainer HR & TC	2.2 days	4 days	Sun 2/13/05	Wed 2/16/05	56
58	Workplace information sessions conducted by HR & TC	48.55 days	97 days	Thu 2/17/05	Thu 6/30/05	57
59	Assess key managers job descriptions and skill sets	0.5 days	10 days	Tue 2/1/05	Tue 2/15/05	42
60	HR & TC Skills workshop	0.2 days	4 days	Wed 1/12/05	Mon 1/17/05	50
61	Design development plan for key managers	0 days	4 days	Thu 2/17/05	Tue 2/22/05	59
62	Deliver key manager training aligned to development plan	0.8 days	16 days	Sun 3/6/05	Sun 3/27/05	61
63	**Acquire Knowledge Management Committee Decision**	**0 days**	**0 days**	**Sun 3/27/05**	**Sun 3/27/05**	**61,62**
64	HR & TC monthly forum	0.8 days	16 days	Thu 1/6/05	Sun 1/30/05	
65	Test 'Howard' key job descriptions with Jordan Customs	0.7 days	14 days	Mon 5/9/05	Thu 5/26/05	59,54
66	Evaluation of business aspects of the pilot	0.5 days	10 days	Sun 5/1/05	Thu 5/12/05	
67	Pilot Report to Knowledge Management Cttee	0.35 days	7 days	Wed 5/25/05	Thu 6/2/05	66
68	**Acquire Knowledge Management Committee Decision**	**0 days**	**0 days**	**Thu 6/2/05**	**Thu 6/2/05**	**66,67**
69	Prepare Project Report	0.35 days	7 days	Tue 6/14/05	Thu 6/23/05	66,38
70	Project Celebration	0.05 days	1 day	Thu 6/23/05	Sun 6/26/05	69

Annex 2:   HR Directorate Workplan

October 2004 – March 2005				
Activity	**By this date**	**Resources**	**Activity Lead**	**Comments**
Job descriptions for the following: • HQ	11/04/04		JD team	Revise JD daily from 13:00-15:30
• Amman Customs House (targeted positions are: Head of inspection section – Inspection officer, Head of clearing unit – Valuation officer, classification officer)	11/11/04		K.Fa'oury-I.Bawaya-A.Ahmar	
o Warehouses (there is a head for each warehouse, a guard and a clerk who records incoming and outgoing goods)	11/25/04		K.Fa'oury-I.Bawaya-A.Ahmar	
o Customs labs (they have a lab manager and laboratory analysts)	12/02/04		I.Sa'aydah A.Dhala'in	
• Customs post (the targeted location is the Capital (amman)).	12/30/04		I.Bawaya	
• Omari Border (targeted positions: asst. director trucks, and inspector positions, asst. director passengers and inspector positions. Audit function positions reporting to the asst. director trucks will also be targeted).	12/09/04		I.Sa'aydah A.Dhala'in K.Hmoud	
• Al Hassan Industrial City – Irbid (almost same positions as Amman customs but with a post for factories controller)	12/16/04		K.Fa'oury-A.Ahmar	
• Zarqa Free Zone (there is a section that coordinates work with the Customs HQ. They have technical committees, and a section for transit called free zone entry)	12/23/04		I.Sa'aydah A.Dhala'in K.Fa'oury	
• Anti-smuggling department (this department falls directly under the supervision of the DG. They are mobile inspectors required to be regularly off-site)	12/28/04		K.Fa'oury A.Ahmar	

Annex 3:   Training Centre Workplan

October 2004 – March 2005				
Activity	**By this date**	**Staff Responsible**	**AMIR contact**	**Comments**

Training course records to be electronically recorded for trial using the agreed-to proformas (products are instructor's manual + participant manual):
• IPR
• Dealing with the public
• Valuation level 1
• Valuation level 2
• Valuation level3
• Customs procedures:
  o Customs policies
  o Duties and goals of the Customs
  o Customs documents types
  o Customs relations with other departments
  o Temporary entry
  o Violations and smuggling cases
  o Unified declaration
  o Inspection and search
  o Coordinated system
  o Commercial treaties
  o Rules of origin
  o Customs law
  o Licensing requirements
  o Transit
  o Exemption and encouraging investment
	10/30/04
	11/25/04
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		Mark Harrison
		Dr. M. Kayed
		Jalal Qudah
		Jalal Qudah
		Jalal Qudah
		
		Dr. M. Kayed
		Dr. M. Kayed
		Ziad Bani Salman
		Dr. M. Kayed
		
		Wafa Hattar
		Moh'd Hamdi
		Khaled Riyashi
		Dr. M. Kayed
		Abdullah Judeh
		Omar Abandah
		Omar Abandah
		Sakher Juneidi
		Raed Nimri
		Inad Dhala'in
		Yasse Hyasat
			Ruba	Draft material being reviewed 10/26/04

Training administration: • Document admin. Procedure • Develop proformas • Record electronically	Oct Nov Dec	Ayman Khasawneh Iman Baidoun Salha Al Qassir	Ruba	

Annex 4:   Risk Management Log

No	Date Recorded	Risk Rating	Risk Description	Monitor/control Actions	Knowledge Management Committee response	Date Action
1	5/09/04	High	The current separation of the TC from the HR Directorate risks undermining the integrity of the SAT methodology and the new HR system	Structural change inappropriate at time of major systems change. Long term consideration to realignment of functions		
2	5/09/04	Significant	Constraints to using a HCDM IT platform due to Civil Service Bureau requirements concerning recruitment, training, appraisal, promotions and rewards	Extension to using the platform beyond Customs area of legitimate HR activity to be referred to Legal Directorate		
3	5/09/04	Low	Project management framework being adopted may be poorly understood or implemented without associated training	Project management training will be delivered to key project personnel Nov 2004		
4	5/09/04	High	There is danger of losing key project personnel	Replacement staff need to possess the defined		

			during the life of the project e.g. job rotation, retirement, transfer etc	qualifications and skills. HR, IT and TC personnel involved in the project should not be considered for job rotation during the period of the project		
5	5/20/04	Significant	The solution may not be able to integrate with legacy systems and may not be able to either import or export data from and to other applications.	Investigate and document the legacy systems currently used by Customs. Feed this information into the solution/vendor selection criteria.		
6	5/20/04	High	Inability to integrate with legacy systems risks fragmented reporting capability.	Investigate and document the legacy systems currently used by Customs. Feed this information into the solution/vendor selection criteria. Choosing a solution that fully integrates with the existing systems provides reliable, consolidated reporting capabilities.		
7	5/20/04	High	Selection of a Common Off The Shelf (COTS) solution may restrict Jordan	The solution should: 5. Be Flexible. 6. Be Expanda		

				ble.		
			National Customs ability to meet evolving requirements in the future or to use other applications.	7. Be based on a technology that Customs IT staff are familiar with. 8. Provide a Software Development Kit (SDK) to be used by Customs IT staff to meet. The selected vendor should provide training to Customs IT staff on the proposed solution (installation, configuration, and development)		
8	5/20/04	Medium	Lack of an enterprise architecture risks fragmenting or duplicating applications elsewhere across the organization.	With the help of Customs, AMIR IT members should identify and document existing applications and their provided functionalities, to avoid duplicating functionalities and applications in the organization.		
9	5/20/04	High	The Through	Include TLS		

			Life Support (TLS) costs may be considerably underestimated and need to be calculated in addition to the costs associated with pre-implementation, configuration and deployment of the solution.	costs as a decision factor in the solution/vendor selection criteria. The TLS plan proposed by the short listed vendors can be further negotiated.		
10	10/21/04	Medium	Leadership and participative management in HR and TC are essential through periods of major change	HR and TC team building and skills activities scheduled. HR & TC monthly forums planned during the pilot of the HR system		
11	10/21/04	High	Lack of partnership between HR and TC resulting in independent actions during planning or system trial	Review job descriptions of HR and TC manager identifying need for regular joint activity. Joint team building day planned for all HR & TC staff		
12	10/21/04	Significant	The skill sets required for key HR and TC jobs (defined in job descriptions) are not demonstrated by people in these key positions	Development plans prepared and training & development support scheduled for late 2004 early 2005		

Annex 2   Business Specifications for Request for Proposal

Jordan Customs Department Human Resource (HR) System – Business Specifications (draft as at 11/03/2004)

Overview

The following is a statement of requirements of a HR system for Jordan Customs Department for the next 2-6 year period. Priority and secondary components are identified with the expectation that secondary components would be on stream within the second or third year of operating the new system.

The HR system is expected to support a systems approach to training (SAT) incorporating the following components:

- Analysis
- Training Design
- Evaluation Design
- Conduct of training, and
- Validation

The priority HRM documentation that will be utilized for the analysis phase of the SAT will be:

- Employee records
- Job descriptions
- Performance records
- Job rotation

The training records are also a priority component of the system and will be utilized for the training design, evaluation design, conduct of training and validation phases of the SAT.

The records required for a SAT can also be used to document and manage other HR core activities such as job rotation, succession planning and career planning. The business owners expect to be in a position to electronically manage these activities in the medium term (say 2 – 4 years). These three activities are identified as secondary components and must be included in all vendors' proposals.

In addition the reporting requirements of the HR system must provide an ability for Jordan Customs to undertake a wide range of workforce planning activities including forecasting staffing and training initiatives required to keep pace with Jordan Customs' modernization program.

The business owners of the system will be:

- the HR Directorate

- the IT Directorate
- the Planning and Organisation Directorate, and
- the Customs' Training Center.

The requirements are identified at the generic and function-specific levels. It is intended that both the generic and function-specific level requirements form the basis of discussion with system providers/developers in assessing proposed systems.

Non Functional Requirements

To support fully the proposed HR service delivery model, Jordan Customs Department HR system must meet the following generic requirements:

- Be robust / reliable, and compatible with the Customs existing systems and legislative/policy environments, including variations introduced over time. The system is required to permit upload of existing Customs electronic records, and hence closure of superseded system at a time to be determined by Jordan Customs Department. Also the system is required to permit connecting current Customs encyclopedia (hosted on the internet – web based??) to certain fields in the system. Variations to legislation/policy should not normally require programmer intervention.

- Provide comprehensive data collection, management, archiving and reporting across each component of the major HRM and HRD components listed above. Be "user friendly" and flexible in its data entry, processing and reporting capacities, so that HR reports, can be readily redefined without specialist programmer intervention, to meet changing needs.

- Support best-practice workflow processes with internal linkages established e.g. training and performance, job descriptions and training needs.

- Provide adequate security, including absolute data integrity, verifiable through inbuilt quality assurance mechanisms.

- The system must be fully Arabized. The field labels must be in Arabic and data must be entered in Arabic. The system must be able to sort data in Arabic and generate all reports in Arabic. Dual language options are acceptable.

- The system should be expandable and have the ability to include other HR modules should they be required in the future. Such modules include:

  o Time and Attendance
  o Occupational Health & Safety
  o Compensation
  o Benefits

- The system is required to provide automated management of delegated powers and an ability to 'block' inappropriate usage such as decision making for which no authority

exists. In addition automated reminders are required for accreditation renewals and training requirements for newly appointed and promoted employees.

- The system will be accessed by users located at various Customs Houses in the Kingdom and thus the system must be able to accommodate remote users.

- The system must have the capability of assigning various levels of access for each user authorizing him/her access to the information he/she requires as determined by the system administrator.

- Vendors are required to provide appropriate training and a responsive, approachable maintenance service during and after installation. Employees and 'power users' need to be fully supported via both classroom and on-line (CBT) training. Support information service needs to inform and train all new starters and managers on access, capacities, etc., quickly and comprehensively. The system must provide appropriate context-linked online help facilities and a fully skilled helpdesk facility for 'power users'.

- Vendor proposals must include technical / hardware requirements needed to implement and run the system.

- Vendors will be required to give a live demonstration in Jordan of the system they are proposing.

Function Specific Requirements

The HR solution to be implemented must meet the following requirements pertaining to data entered into/utilized/generated by the system.

Priority Components

1.   Employee records

1.1   Employee Profile:

The HR solution should provide an employee profile as follows:

- Employee number (cannot be duplicated/primary field)
- Name (Family name, Father's Name, First Name in separate fields which may be sorted alphabetically)
- National number
- Social security number
- Tax number
- Financial number
- Military status (for males)
- Medical insurance number
- Date of birth

- Gender
- Marital status
- Residential address
- Contact details
- Religion
- Special circumstances (health problems, family members health and circumstances)
- Date of commencement of work
- Date of employment on daily basis
- Type of employment
- Category
- Class
- Years in class
- Classification date
- Promotion date
- Salary
- Education (degree and speciality – i.e. Bachelors Degree, Public Administration)
- Skills, competencies and accreditations
- Previous experience
- Previously acquired skills and accreditations
- Date employment is terminated

Information in this profile is to be entered by the user. The user must be able to use the "find" function to search by name or employee number to bring up records for specific employees. All fields must be sort enabled (i.e. the ability to sort the records using any of the fields.)

The Employee Profile is the core record. Other records must be linked to the employee profile using the employee number. Exempt from this condition is the Job Descriptions Record. (see 2 below).

The capability to add more fields in the profile is to be available to the user.

The Employee Profile requires a daily update facility.

1.2   Employee Employment Record

This record contains information regarding the employee's employment as follows:

- Employee number (cannot be duplicated/primary field)
- Name (Family name, Father's Name, First Name in separate fields which may be sorted alphabetically)
- Current Position
- Position Number
- Unit
- Section

- Directorate
- Grade
- Date of position
- Transfer history (positions held and dates transferred into and out of position)
- Employment variations (e.g. on un-paid leaves to continue studying, work outside Jordan, maternity leave, etc.)
- Leave entitlement (annual and sick)
- Leave variations
- Competitions (Haj, staff children education, excellence, etc.). Competitions for selecting staff children education include the following sub-fields: University name – University type (private or government) – High school average – Name of staff's son/ daughter)
- Attendance (linked to automated clock in and clock out arrangement)

When generating this record for an employee, the employee number is entered and information on the name is retrieved into the proper fields from the Employee Profile. Once the record is generated it should be accessed from the Employee Profile or it can be accessed by entering the employee number.

2. Job descriptions

This record contains details of the current position held by the employee as follows:

- Current Position
- Position Number
- Unit
- Section
- Directorate
- Summary of duties/responsibilities
- Levels of authority/delegations
- Positions supervised
- Supervising position
- Required Qualifications/competencies/accreditations/experiences
- Training required for the position
  Annual budget for employees numbers. This field is generated from the following sub-fields: Class/ formation - Category/ formation - Class type (true or false) - Specified numbers for each position in the budget (this number is available in the budget prepared by the public budget department annually and must be entered every year)

This record is to be linked to the Employee Employment Record above using the position number.

3. Performance

3.1 Performance policy and administration

This record is used to establish roles and responsibilities of key players in the gathering and dissemination of sensitive performance information. Delegations, access levels and employees' involvement in the process and their access to performance feedback needs to be established in the performance policy. In addition proformas and time frames for performance management and administration will be recorded.

The following fields are only updated annually or after a policy change:

- Civil Service Bureau performance policy
- Jordan Customs performance policy
- Annual dates for ratings to be collected and entered
- Proformas for managers to complete and sign

3.2 Employee Performance Record

This record is used to track the employee's performance throughout their employment.

The following fields are retrieved from the Employee's Employment Record upon entering the employee number:

- Employee number (cannot be duplicated/primary field)
- Name (Family name, Father's Name, First Name in separate fields which may be sorted alphabetically)
- Current Position
- Position Number
- Unit
- Section
- Directorate
- Grade

The following fields are completed upon the completion of each performance evaluation:

- Rating period (Dates from / to)
- Final Performance Rating
- Performance rating history
- Goals for rating period (from previous rating period's record)
- Goals completed
- Goals for following rating period
- Areas of development (entered individually in separate fields)
- Other evaluation results (deserving extra raise, training courses, transfer recommendations, end-of-service recommendations)

This record is linked to Employee Training Record through the training courses recommended for the position number. Only the areas of development need to be linked to the training course and the employee training record. The other confidential

information in this record is accessible only by those nominated by the head of the HR Directorate.

Reporting against the areas of development (e.g. location/grade) provides the Training Center with priorities for annual training plan. This is a key input to the SAT analysis phase.

4. Training

4.1 Training policy and administration

The training policy will contain roles and responsibilities of those involved in training analysis, design, delivery and evaluation. This includes interdependent relationships with HR Directorate and Planning and Organisation Directorate, structure and resourcing of the Training Center and delivery expectations as linked to Jordan Customs Corporate Plan and emerging priorities.

The training policy will also address delegations given to the Training Center Director in relation to course nominations, acceptances and post course evaluation.

The following fields are only updated annually as part of the Training Center's planning activities and whenever policy changes are made:
- Training policy
- Training proformas – course outlines, participant feedback, administrators checklists
- Annual training program including location
- Training actually delivered (link to training course records)
- Costs of delivering training
- Certification

4.2 Training Course Records

This record will contain all the training courses available to employees and is to be updated as courses are offered or needed. Information contained in these records:

- Course code
- Course Title
- Type of course (workshop, o-t-j training, seminar)
- Course summary
- Competencies/skills targeted in the course
- Positions requiring training course i.e. target audience
- Pre-requisites for course participants
- Instructor's manual
- Course handbook for participants
- Internal subject matter experts (SMEs)
- External SMEs and contact details
- On the job trainer - location

- Date of last update to the course
- Accreditation details
- Timeframe for refresher training

This record is to be linked to the Job Descriptions through the training required for the position. This record will be updated annually following the release of the training calendar.

4.3   Employee Training Records

This record is to track the employee's training record and create a training history.

The following fields are retrieved from the Employee's Employment Record upon entering the employee number:

- Employee number (cannot be duplicated/primary field)
- Name (Family name, Father's Name, First Name in separate fields which may be sorted alphabetically)
- Current Position
- Position Number

The following fields are entered into the record and should be grouped by year:

- Year (must be able to use for current and future year at least up to 5 years)
- Training courses recommended/required (each to be entered into a separate field)
- Training courses completed – main field with following "sub-fields":

  o Course code
  o Course Name
  o Date course completed
  o Duration of course
  o Location course taken (name of training center)
  o Course evaluation
  o Post course evaluation
  o Skills and competencies acquired

This record is linked to the Job Descriptions through the position number. Skills and competencies acquired need to be linked to the Training Course Record.

5.   Job rotation

The following fields are retrieved from the Employee Profile Record, Employee Performance Record, and Employee training record upon entering the employee number:

- Employee number (cannot be duplicated/primary field)
- Name (Family name, Father's Name, First Name in separate fields which may be sorted alphabetically)

- Residential address
- Skills, competencies and accreditations
- Performance rating history
- Training courses completed
- Special circumstances

A record should be generated from the Job Descriptions Record of possible rotation options *where approximately 75%* of education/skills/competencies match with the employee being considered for rotation.

Courses required to complete the skill gap should be included in the report and taken from the Training Records.

The courses identified in the step above should then be compared with the Training Records and a resulting list of courses to be taken including the course title, training center, and start / end dates. This becomes the employee's annual training plan.

Secondary Components

6.   Career Planning

The following fields are retrieved from the Employee's Employment Record upon entering the employee number:

- Employee number (cannot be duplicated/primary field)
- Name (Family name, Father's Name, First Name in separate fields which may be sorted alphabetically)
- Skills, competencies and accreditations

A record should be generated using the Job Descriptions record where the user enters the position name or number targeted for the employee and a comparison of the employee's competencies (from above fields) and those qualifications of the position (from Job Descriptions records) is generated in the form of a record indicating which training courses or programs to be completed by the employee prior to him/her being placed in the position.

The courses identified in the step above should then be compared with the Training Records and a resulting list of courses to be taken including the course title, training center, and start / end dates. This becomes the employee's annual training plan.

7.   Succession Planning

The following fields are retrieved from the Employee's Employment Record upon entering the employee number:

- Employee number (cannot be duplicated/primary field)

- Name (Family name, Father's Name, First Name in separate fields which may be sorted alphabetically)
- Current Position
- Position Number
- Skills, competencies and accreditations

The following fields are accessed through the employee performance record:

- Rating period (Dates from / to)
- Final Performance Rating
- Goals for rating period (from previous rating period's record)
- Goals completed
- Goals for following rating period
- Areas of development (entered individually in separate fields)

A record should be generated from the Job Descriptions Record and Employee Training Records of possible candidates to be nominated in the succession planning who meet most of the required skills and competencies for the considered post.

Reporting and Workforce Planning

Customs is looking to engage in dynamic organizational level planning and analysis and so requires the HR system to incorporate an advanced report generating program. The ability to customize reports is essential to aid workforce planning decisions. The HR Directorate, the Training Center and Planning and Organization Directorate will determine the reporting options to be accessed.

To assist workforce planning activities and general HR management activities the following specific reporting capabilities are required:

- provides real-time data extraction:

  - including for defined dates (past and future) – e.g. to support "what if" scenarios for workforce planning activities
  - and print only as required (not obliged to run overnight printed reports)
  - reports with different views, e.g. by geographical and organizational location; diversity groupings; skill sets, quarter/year. This is essential for effective workforce planning decisions
- analysis includes workforce demographics, training requirements and activity (individual and group/location), costings for all training, organisation structural and staffing possibilities responsive to significant operational initiatives.
- quickly and easily extracts staffing data for workforce reporting requirements
- reports to include useful graphics and capacity to include qualitative as well as quantitative data
- report parameters configurable by user, and archival so report can be subsequently re-run.

Both regular and 'ad-hoc' reporting options are required to be available as soon as the system is operating. However, some of the more sophisticated workforce planning reporting such as the analysis of workforce demographics, may not be expected to come on stream until year two of the operation of the new HR system.

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Annex 3   Consultations

Consultations took place with the following people and groups during the period 5 October- 3 November 2004:

4 October   AMIR personnel

5 October   Group meeting: Director, Planning and Organization
                                       Director, HR
                                       Director, IT
                                       Manager, Training Center

6 October   Manager, Training Unit
                Training Unit personnel

7 October   US AID briefing
                Director, HR
                AMIR and Alliedsoft IT Project Team

11 October   Manager, Amman JCD House

12 October   Training Center and IT personnel

13 October   HR and IT personnel
                IT Project team

14 October   Director, Planning and Organisation
                Manager, Training Center
                Director, HR

17 October   Manager, Training Center

18 October   Manager, TC and Director HR

19 October   Manager, Amman JCD House

20 October   Manager, Training Center and Director HR

21 October   Group Presentation: His Excellency, Director General
                                       US AID
                                       AMIR
                                       HR Directorate
                                       Training Center

24 October   AMIR and Alliedsoft IT Project Team

25 October   Manager and staff of training center

26 October   Manager and staff of HR Directorate

28 October   AMIR Alliedsoft IT team

1 November   USAID

                Training Center staff

2 November   Knowledge Management Committee

Annex 4   Presentation to His Excellency the Director General

Human Capital Development and Management in Jordan Customs

مشروع تنمية وإدارة رأس المال البشري في
دائرة الجمارك

Background

خلفية المشروع

• Previous AMIR/ USAID work with Customs

العمل السابق لبرنامج أمير ومع USAID

• MOU between AMIR/USAID and Customs

مذكرة التفاهم الموقعة بين برنامج USAID/أمير

Background (2)

خلفية المشروع(2)

- Alignment with HR best practice

الممارسات المثلى للموارد البشرية

- IT and HR consultants

مستشارين نظم المعلومات والموارد البشرية

- Customs personnel

موظفو الجمارك

Project Aims and Timeframes

أهداف المشروع والأطر الزمنية

- Develop interrelated HR and training processes and systems – Systems Approach to Training (SAT)

متطوير أنظمة وعمليات متكاملة في مجال الموارد البشرية والتدريب(SAT)

- Assist Customs HR and Training Centre to be independent users of new processes and system

تقديم المساعدة للموارد البشرية ومركز التدريب الجمركي ليصبحوا مستخدمين للأنظمة والعمليات الجديدة

- Trial new HR system finished before end of May 2005

انتهاء من تجربة نظام الموارد البشرية الجديد قبل نهايه 2005

Benefits for Customs from HR project

فوائد دائرة الجمارك من مشروع الموارد البشرية

- HR and training centre responsive to strategic initiatives
  استجابة الموارد البشرية ومركز التدريب للمبادرات ال
- Recommending right people in right jobs
  التوصية بوضع الشخص المناسب في المكان ا
- Forefront of HR reform in Civil Service
  مبادرة إصلاح الموارد البشرية في نظام الخدمة ال
- Training linked to jobs and workplaces
  ربط التدريب بالوظائف وأماكن الع
- Improved performance on the job
  تحسين الأداء في العمل
- Improved return on investment for training expenditure
  تحسن العائد على الاستثمار في مصاريف ا

Customs Involvement

دور الجمارك في المشروع

- Assistance with RFP for HR system vendors
  المساعدة في تحضير تعليمات الشراء لمصممي برامج الموار
- Development of job descriptions
  تطوير الوصف الوظيفي
- Documentation of training materials
  توثيق المواد التدريبية
- Preparation of request for delegations
  تحضير طلب تفويض الصلاح
- Increasing understanding of SAT
  (فهم أكبر لمنهج نظام التدريب(SAT

Project Risks

المخاطر

- Revision of earlier risk management plan to include operation level risks

مراحل خطة إدارة المخاطر السابقة لتشمل مخاطرالتش

- Operational level risks include:

تشمل مخاطر التشغيل على ما ي:

  – Loss of Customs IT, HR and training specialists during the project period

خلا فترة المشروع
خسائر نظم المعلوما، الموارد ،ال

  – Insufficient communication and cooperation between key players

تعاون واتصال غير فعالين بين العاملين المعني

Project Risks (2)

(المخاطر(2)

- Insufficient involvement of operational specialists in decision making activities

ذ دور غير فعال للمختصين على مستوى العمل في النشاطات ا
القرار

- Competencies of key Customs staff

المهارات والكفاءات للموظفين الأساسيين في

- Insufficient support and training to key systems operators during and after system implementation

قي مع و
النظام

Issues for Resolution (1)
1(حلول)

Designation of high level steering committee

- Committee options:
    - Knowledge Management
    - New Committee
- Membership
- Authority

تسمية لجنة توجيهية على

- خيارات اللجنة:
    - لجنة المعرفة
    - لجنة جديدة
- الأعضاء
- الصلاحية

Issues for Resolution (2)
2 (حلول)

Delegations of authority for Head of HR Directorate and Training Centre

تفويض الصلاحية لكل من مدير دائرة الموارد البشرية ومر

- Required to effectively operate a SAT

بفاعلية(متطلبات تشغيل برنامج منهج نظم العمل)SAT

- Delegation and accountability link

ربط التفويض والمسؤولي

- Documentation of delegations

توثيق الصلاحيات

Process for Seeking Documented Delegations

عمليّة السعي لتوثيق الصلاحيّات الحاليّة

• HR and Training Centre coordinated submission

تقديم الصلاحيّات المشتركة بين الموارد البشريّة ومر

• Memo prepared and jointly signed

قبلاحتضير مذكرة وتوقيعها من

Next steps

الخطوات التاليّة

Implementation Plan:

الخطة التطبيقيّق

• Integration of technical and business activities

التكامل بين النشاطات الفنيّة وا

• Schedule of key activities – Customs and AMIR

الجدول الزمني للنشاطات الأساسيّة

• Consideration of critical cultural change issues

الأخذ بعين الاعتبار مواضيع التغير الثقافي